



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, U.S. ARMY ARMOR CENTER AND FORT KNOX  
FORT KNOX, KENTUCKY 40121-5000

REPLY TO  
ATTENTION OF:

Expires 31 July 2003

ATZK-DC (715)

31 July 2001

MEMORANDUM FOR

Commanders, All Units Reporting Directly to This Headquarters  
Commanders, Fort Knox Partners in Excellence  
Directors and Chiefs, Staff Offices/Departments, This Headquarters

SUBJECT: USAARMC Policy Memo No. 12-01 - Contractor Requirements While Working on Fort Knox

1. Reference memo, TRADOC Chief of Staff, 28 June 2001, Subject: Contractors in the Government Workplace, that directs all contractors adhere to certain guidelines while conducting business on this installation. (Encl 1)
2. Contractors on Fort Knox will adhere to the following guidelines while operating on the installation:
  - a. When answering the telephone on the installation, contractor employees shall identify themselves as a contractor.
  - b. Contract employees shall wear visible identification tags at all times while on the installation with the individual's name and their company.
  - c. DOIM/Contractors will modify e-mail addresses to reflect contract employees, e.g. John.Doe (Contractor).
  - d. Contractors will not be placed in supervisory roles of Government employees.
  - e. Contractors may not render final decisions for the Government or represent the organization at policy decision group levels.
  - f. In TRADOC, contractors cannot serve as voting members on deliberative boards, although they may participate as nonvoting members/advisors.
  - g. Contractors must respect the laws prohibiting sexual harassment and unlawful discrimination.

ATZK-DC


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3. Contractors must comply with all Fort Knox and Army Regulations that apply to their operations. Commanders and Directors are responsible for ensuring that contractors working within their organization are informed of these guidelines and adhere to them.

4. Point of contact is Mr. Richard Goodin, Director of Contracting, 624-7152, e-mail address [Richard.Goodin@knox.army.mil](mailto:Richard.Goodin@knox.army.mil).

FOR THE COMMANDER:

Encl  
as



GEORGE EDWARDS  
COL, GS  
Chief of Staff

DISTRIBUTION:

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**DEPARTMENT OF THE ARMY**  
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND  
102 MCNAIR DRIVE  
FORT MONROE VIRGINIA 23651-1047

REPLY TO  
ATTENTION OF

ATBO-A

28 JUN 2011

MEMORANDUM FOR Commanders, TRADOC Installations

SUBJECT: Contractors in the Government Workplace

1. Contractors are an important component and represent a considerable portion of the work force performing our TRADOC mission. As more Government functions are contracted out, we can expect to see the proportion of contractors in the workplace continue to grow. For this reason, it is absolutely critical that commanders, contracting officers, Government managers, and their staffs, strictly adhere to policy provided below. Necessary oversight must be provided to guard against unauthorized contractor access to sensitive information.
2. Contracting officers must include provisions in all service contracts to require contractor personnel to identify themselves as contractors when attending meetings, answering Government telephones, or working in situations where their actions could be construed as official Government acts. In that regard, contractor employees must wear an identification badge at all times with his/her name and the name of the company. It is also necessary to modify contractors' E-mail address alias or directory entries to distinguish their affiliation; e.g., John.Smith (Contractor).
3. Contractors do not supervise Government employees nor can Government employees supervise contractors, except in extremely rare circumstances limited by law. Contractors may not render final decisions for the Government or represent the organization at policy decision group levels. Within TRADOC, contractors may not serve as voting members on deliberative boards, although contractors may participate as nonvoting members/advisors.
4. The Army policy is that sexual harassment and other forms of discrimination represent unacceptable conduct in The Army workplace, whether committed by or against its Government or contractor employees. Violation of this policy could result in joint liability for both The Army and the contractor(s). Equal Employment Office (EEO) officials shall bring to the direct attention of the contracting officer complaints between Government and contractor personnel.

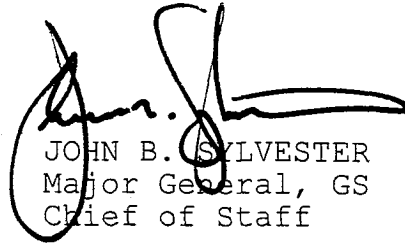
Encl

ATBO-A

SUBJECT: Contractors in the Government Workplace

5. Point of contact is Mr. Richard Dixon, 757-788-2584, DSN 680-2584, E-mail: dixonr3@monroe.army.mil, or FAX 788-5021.

FOR THE COMMANDER:



JOHN B. SYLVESTER  
Major General, GS  
Chief of Staff

CF:

7 Garrison Commanders  
Directors of Contracting